

**Vacancy Announcement Number: EPA-EXEC-2017-0004**  
Senior Executive Service Candidate Development Program  
U.S. Environmental Protection Agency  
November 15, 2016

Application of:

### **Qualification Highlights**

- Proactive senior leader with over 25 years of diverse public service and private industry experience across the federal sector.
- Accomplishments in leading, defining, evaluating, and implementing transformation initiatives and managing complex, multi-million dollar administrative, operational, and information technology programs at the agency and departmental levels.
- Proven advanced skills in understanding business priorities and analyzing existing organizational operations and cultures to develop and implement strategies, policies, processes, and technologies to streamline operations and enhance organizational performance.
- Demonstrated ability to build collaborative relationships, motivate staff, and implement a vision to achieve business results.

### **MANAGEMENT POSITIONS**

#### **Program Manager, GS-15**

**6/2015 – Present**

##### **Economic Applications Division / U.S. Census Bureau, Suitland, MD**

- Provide leadership for IT staff to ensure the overall success of improving and enhancing technology solutions for the Economic Censuses, the U.S. Census Bureau's most comprehensive compilation of statistics about United States businesses.
- Coordinate, prioritize, evaluate, and monitor IT projects related to re-engineering efforts in accordance with budget, resources, schedules, risk management, and strategic alignment of IT investments utilizing a disciplined Capital Planning and Investment Control process.
- Oversee contracts for IT services as the Contracting Officer's Representative.
- Led the long and short-term strategic planning, review, and monitoring of Agency-wide transformation and change management initiatives to modernize the Census Bureau and improve the organizational health and performance impact of an agency with funding of over \$1 billion and over 12,000 employees located across the country.
- Provided thought leadership on the enterprise-wide human capital impact of current and future transformation initiatives in partnership with the Human Resources Division and leaders of initiatives to evaluate and address, in advance, potential staff implications and other resource challenges.
- Evaluated existing business processes with a view towards organizational improvement including how the organization communicates, collaborates, and innovates.

#### **Acting Director, Office of Human Capital Strategy & Diversity, GS-15 4/2016 – 10/2016**

##### **Office of the Secretary / U.S. Department of Commerce, Washington, DC**

- Six-month detail (from U.S. Census Bureau) into a Senior Executive Service position leading a diverse staff with varying levels of knowledge and experience in training and development, human capital strategies, and diversity and inclusion.
- Implemented strategic human capital management across the Department of Commerce to include its 12 bureaus and nearly 47,000 employees across the nation and more than 86 countries worldwide.

- Served as the Department's Chief Learning Officer and member of the Inter-Agency Chief Learning Officer Council to ensure cross-collaboration and the sharing of best practices in learning management across the federal government.
- Implemented Department-wide developmental training programs to enhance leadership development and support career development at the management and Senior Executive levels.
- Led the Department's Inter-Agency Federal Action Skill Team to address recruitment, retention, and development issues in mission critical occupations, an Office of Personnel Management and Chief Human Capital Officers initiative. Directed the team through a root-cause analysis process to identify effective solutions to close skills gaps, prevent their future reoccurrence, and ensure effective talent acquisition and retention.

**Chief, Enterprise Data Collection and Processing Office, GS-15**  
**U.S. Census Bureau, Suitland, MD**

**10/2013 – 6/2015**

- Led a high priority, first-ever, Agency-wide business process and IT modernization program presenting significant cultural and organizational challenges.
- Directed a 6-year program budget of over \$500 million to include management, administration, and oversight of 225 direct and matrixed staff across the organization.
- Managed the development of integrated, centralized solutions to carry out the data collection and processing phases of the survey life cycle and business processes for at least 70 censuses and surveys with an estimated cost-savings above \$500 million.
- Networked and collaborated across the Census Bureau to ensure a better understanding of the program both internally and externally. This included town hall meetings, program management reviews with executive leadership, developing communication material for staff and oversight, and hosting informational sessions across the agency with key stakeholders.
- Ensured timely and accurate responses to monthly, quarterly, and ad-hoc reporting of program status and data calls to the Department of Commerce, Office of Management and Budget, the Government Accountability Office, and the U.S. Congress.
- Pioneered innovative team building by coordinating with project sponsors and stakeholders to establish cross-directorate project management tools to expedite consistent reporting requirements, simplify processes, and reduce costs associated with developing IT solutions to meet enterprise needs.
- Established strong success criteria for the program to monitor and measure success. The success criterion along with the other program processes such as Risk and Issue Management were tailored for implementation across the Agency and serves as a model for other programs at the Census Bureau.

**Decennial Organizational Change Manager, GS-15**

**10/2010 – 10/2013**

**Associate Directorate for the Decennial and 2020 Census/U.S. Census Bureau, Suitland, MD**

- Delivered the transformation strategy for the 2020 Census Directorate, evaluating the effectiveness and efficiency of the current structure that had existed more than two decades.
- Managed the complexity of exploring alternatives and implementing changes necessary to the culture, structure, roles, management practices, processes, and technologies of an organization responsible for one of the largest constitutionally-mandated federal activities,

the decennial census and three other nationwide programs. Leveraged industry best practices in Organizational Development and Change Management.

- Led the successful consolidation of four key programs and operations that decision makers rely on to provide statistical information relevant to the nation's people, businesses, and institutions. This included realigning over 700 employees from two Directorates into one Directorate to improve collaboration, communication, and instill a culture that embraces risk-taking and innovation. Government Accountability Office examined the change strategy and found it consistent with leading organizational transformation practices.
- Facilitated effective executive-level sessions with senior management officials to align efforts with organization's vision, identify and close business process gaps, manage and mitigate risk, and improve collaboration internally and externally with stakeholders and staff. Utilized data and established metrics to measure progress and evaluate effectiveness of proposed changes.

**Chief, Business Operations, GS-15**

**6/2009 – 10/2010**

**Science & Technology Directorate / Department of Homeland Security, Washington, DC**

- Transformed pre-existing business policies and processes to efficiently and effectively provide cost-efficient and superior research capabilities to address the systems engineering and analysis requirements of the entire Department.
- Served as Acting Deputy Program Manager within the PMO responsible for direct oversight of two newly awarded DHS contracts with Federally Funded Research and Development Centers valued at more than \$700 million dollars.
- As Executive Officer and Alternate Designated Federal Official for the Homeland Security Science and Technology Advisory Committee, cultivated relationships with committee members and advisory stakeholders increasing the focus and operations of the group to ensure the production and distribution of annual and special reports that would benefit research and technological advancements relevant to the mission.

**Program Manager**

**4/2006 – 6/2009**

**Booz Allen Hamilton, Arlington, VA**

- Lead consultant with a federal client (DHS Science & Technology Directorate) in strategic planning; process improvement; and in researching, defining, collecting, and managing research and development requirements for IT investment portfolio management.
- Advised the Research Director in presenting, justifying, and operating a \$27M budget under organizational and Congressional procedures. Oversaw the establishment and implementation of internal quality controls for financial tracking systems to improve decision-making and meet organizational needs.
- Quickly mitigated the risk of losing a contract and client by successfully restoring the relationship and confidence of the client and on-site team through demonstrating quality and effective communication and leadership skills. Resulted in an enhanced relationship with client; dramatically increased performance of team; and renewed commitment to provide a productive and positive work environment, ultimately positioning Booz Allen for continued business with this client.



## **EXECUTIVE CORE QUALIFICATIONS**

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### **LEADING CHANGE**

As Chief of the Enterprise Data Collection and Processing Office at the Census Bureau, I stood-up a high priority, first-ever Agency-wide business process and IT modernization program presenting significant cultural and organizational challenges for the Census Bureau. The program, Census Enterprise Data Collection and Processing, is the catalyst for potentially saving \$5 billion for the 2020 Census in comparison to the 2010 Census. Further, the program included 14 IT projects that were at varying stages of maturity and aligned under different organizations and governance processes across the Agency.

- I established a vision for how to effectively manage this highly visible program that had a 6-year budget of over \$500 million and nearly 225 staff matrixed throughout the Census Bureau by creating and staffing a Program Management Office.
- I led the staff through strategy sessions to establish short and long-term priorities for the office and to identify critical programmatic, technical, and implementation milestones.
- I pioneered innovative team building by coordinating with project sponsors and stakeholders to establish cross-directorate project management tools to expedite consistent reporting requirements, simplify processes, and reduce costs associated with developing IT solutions.
- I laid a strong foundation for the program, bringing order, consistent governance, technical guidance and oversight to the multiple projects within the program. These were critical steps necessary to monitor the progress of the program, demonstrate proactive leadership and provide direction necessary to manage the budget, and respond to the numerous inquiries from Congress and Office of Management and Budget regarding this new program.
- I was persistent under adversity and was able to overcome obstacles associated with breaking down silos, maximized my resources, dealt with internal and external pressure associated with a strategic change initiative and high-risk program, and met the priorities that I had established for the planning phase of the program.
- Within several months of the official kick-off of the program, I met the requirements of Milestone 1 review and positioned the PMO for a successful Milestone 2 Decision Approval by the Deputy Secretary of Commerce which demonstrated the program had met all the requirements to move into the next Acquisition phase and was proceeding in the right direction. I received a performance award for establishing a strong foundation for the continued future success of this program.

### **LEADING PEOPLE**

As Acting Director for the Office of Human Capital Strategy & Diversity for the Department of Commerce, I enhanced organizational performance by advancing a continuous learning environment, increasing employee engagement, and fostering an organizational culture that valued diversity and inclusion.

- I organized and facilitated a strategic planning session with my staff to include team-building exercises; strengths, weaknesses, opportunities, and weaknesses analysis; validating the office's portfolio and priorities, and establishing core values for the team.

- I improved the morale, synergy, trust, and productivity of the staff that had lacked consistent leadership for over four years by coaching, mentoring and providing training and engagement opportunities to support their development, enhance performance, and address conduct issues. I emphasized their value individually and as a team, which inspired them to work more closely together.
- I increased the diversity of the staff and provided rotational opportunities for other Departmental staff to enhance their knowledge of human capital strategy and also allow them to apply their skill set and knowledge to support some of the office's important projects.

As a Program Manager for Booz Allen and Hamilton, my Executive Manager directed me to take on an assignment to rebuild a trusting and productive relationship with a high-profile client who was dissatisfied with the current engagement model and threatening to end the contract. Within a month of taking over this task order including supervising the on-site contractor staff, I built quality and effective relationships with the staff and clients.

- I scheduled meetings with each of my staff to discuss and document expectations, set developmental goals, and encourage communication and feedback as I identified the issues that needed immediate attention to ensure success of the staff and meet client expectations. The staff welcomed and took pride in the opportunity to share responsibility in meeting the client's needs.
- I properly aligned employee skill sets with project needs, assigned roles and responsibilities to cover the goals of the division and effectively empowered staff to contribute to the mission by building on their strengths and holding them accountable to performance goals. Since the team had been missing guidance and leadership, I also assessed the developmental needs of the staff, and provided the team with the opportunity to pursue certifications and training to enhance their career growth, and improve their ability to contribute to the team and the achievement of the organization's goals.
- I also addressed employee performance problems that needed resolution. In partnership with our Human Resources Department I took the proper steps to counsel and later discipline the one staff member that was having challenges adhering to rules and regulations established by the client and by our firm. As a result of my assertive and proactive actions, I was able to increase the performance, morale, and team spirit of my staff, demonstrate my leadership and commitment to our client, provide a productive and positive work environment; and win back the loyalty and continued business of the client.

## RESULTS DRIVEN

As Chief of Business Operations for the Science & Technology Directorate within the Department of Homeland Security, I transformed pre-existing business policies and processes to efficiently and effectively provide cost-efficient and superior research capabilities to address the systems engineering and analysis requirements of the entire Department of Homeland Security.

- I developed and executed a strategic plan utilizing my technical and program management skills, to develop and mature the administrative, programmatic, and financial processes of the Division.
- I led employees and contractors in assessing the Division's current administrative and

financial processes for managing data associated with two new Federally Funded Research and Development Centers (FFRDCs). Streamlined and unified business and program management processes for managing the centers and directed the successful development of a database to manage the volume of data (hundreds of procurement documents, management plans, progress reports, and security documentation). This database provided the ability to print ad hoc reports as needed and was particularly useful when I coordinated the first semi-annual Congressional report on the FFRDCs.

- As a result of improved and defined processes, and me insisting on and leading the development of Standard Operating Procedures for all administrative and programmatic processes, the Office was able to facilitate better customer service and expedite the process for collecting data to initiate Interagency and reimbursable agreements between 22 DHS components.
- I also positioned the organization to more effectively coordinate with the Chief Financial Officer, Office of Procurement Operations, and Office of the General Counsel to execute more than 20 task orders within the last two months of the fiscal year that was typically unheard of and a major accomplishment not only for our division, but for DHS.
- I held staff and myself accountable for high-quality, accurate, and timely service.

## **BUSINESS ACUMEN**

As Chief of the Enterprise Data Collection and Processing Office at the Census Bureau and Program Manager for a new, high-priority transformational IT program (CEDCaP), the foundational concepts of the program became a reality.

- I ensured that the Program Management Office was created, approved, and that the future state and scope of the program was identified and confirmed.
- I negotiated and recruited key resources from key organizational units to participate in the technical validation of the scope of the program designed to streamline and gain efficiencies with enterprise data collection and processing capabilities for all surveys and censuses conducted by the Census Bureau.
- I leveraged and utilized matrixed resources from the business units in the program areas of the Census Bureau and various IT organizational units to ensure the integration of mission-oriented and security requirements with enterprise-based IT solutions that would meet the organizational goals and further demonstrate the benefit of shared services.
- I directed the preparation, justification, and administration of a budget of over \$65 million in the first year of the program. I ensured the close monitoring, compliance, accuracy, and timely responses to all Office of Management and Budget investment requests and submissions; Government Accountability Office audits; briefings to various internal and external oversight entities.
- Within the first two quarters of Fiscal Year 2015, the official beginning of the program, I selected a blended staff of high performing contract resources and federal employees and directed them to baseline, deliver, and implement the following key program documents associated with the development of technology and systems: Concept of Operations, Transition Plan, Segment Architecture, Risk Management Plan, Issue Management Plan,



Schedule Management Plan, Budget/Cost Management Plan, Acquisition Strategy and Management Plan Framework and Program Management Plan. The CEDCaP Risk Management plan and process were shared with and accepted by the Census Bureau's Office of Risk Management and Program Evaluation and tailored for Enterprise-wide implementation. Also, within this same time period, under my leadership, the CEDCaP OMB A-11, Exhibit 300 and the Business Case were fully re-baselined from the original submission in 2013. The baseline augmentation and justification language submitted in February 2015 received praise from the Department of Commerce and was formally accepted in April 2015.

- I also laid the foundation for establishing strong success criterion for the program to monitor and measure performance and progress. The CEDCaP success criterion has been a model for other Census Bureau programs.

## **BUILDING COALITIONS**

As Program Manager for Booz Allen Hamilton, supporting the Department of Homeland Security (DHS) Science & Technology (S&T) Directorate, I developed and implemented strategic partnerships with key executives, program managers across and external to the S&T to support the accomplishment of DHS' mission and goals.

- I developed relationships and worked collaboratively with program managers, leaders, and contractor staff within S&T, the Office of Infrastructure Protection (another component of DHS), and Booz Allen and Hamilton to organize modeling and simulation exercises for the Under Secretary of S&T to achieve his goal of improving the process and mechanism for eliciting customer requirements for advanced technology to address capability gaps across the entire Department. These strategic partnerships were expanded to the private sector and academia to involve all the relevant stakeholders to accomplish one of the major goals of this Directorate while also meeting the needs of other agencies and components of the Department.
- As the technical team lead responsible for providing program management expertise to our client who manages multiple projects with significant Information Technology (IT) components in the areas of Knowledge Management and Information Sharing, I collaborated with the developers at the National Labs (e.g., Sandia and Los Alamos) through weekly teleconferences, periodic site visits, and the review of monthly progress reports and served as the main S&T contact for communicating status and issues with the government program manager.
- In assessing the needs of the client and the current staffing levels, I negotiated the need to hire additional staff with more expertise in the areas of financial analysis to assist the client in maturing its financial management processes. I led my team in the development of the model that was later adopted by the entire Division for tracking and reporting on the financial status of projects to improve decision-making and allow for quick response to many short suspense budget drills from senior management or the Chief Financial Officer. As a result of my leadership, vision, and ability to identify our team's strengths and weaknesses to develop a plan to improve our effectiveness and service to our clients, I was able to ensure our



client's success while also strengthening the reputation of our company in delivery high quality consulting services.

As Organizational Change Manager for the Associate Director for Decennial, at the Census Bureau, the timing was ripe for business process improvements and ways to optimize the next Census. With the demographic statistics of the Bureau's aging workforce and the long life-cycle of the 2020 Census Program, we could not afford to wait too long to plan strategies to ensure that we would be equipped with the human capital needed to meet our mission.

- I established and chaired a cross-directorate human capital strategy team that included representatives from each division within the Decennial Directorate, Human Resources representatives, and Budget representatives to proactively focus on the strategic workforce planning issues that will not only benefit the 2020 Census Program, but also address enterprise-wide human capital requirements.
- I directed the development of 2020 Census Human Capital Management Plan that outlined various strategic issues to start exploring workforce competencies and skills sets anticipated for 2020 based on advances in technologies and changes in methodologies from the previous decennial census.
- I presented a proposal to senior leadership that outlined a need for a formal workforce modeling and analysis capabilities. The proposal was accepted and a Strategic Workforce function now exists within HRD and is a key function in assessing our current and future needs to ensure we are positioned and staffed as an Agency to achieve our mission.

## OTHER PROFESSIONAL POSITIONS HELD

### Senior Business Consultant

10/2005 – 4/2006

Independent Consultant, Upper Marlboro, MD

- Guided the organizational development and strategic workforce planning of a newly formed Program Management Division at the National Oceanic and Atmospheric Administration.
- Spearheaded the gap analysis to evaluate key organizational areas against the standards of International Organization for Standardization 9001:2000 to ensure the division maintained an effective Quality Management System. Positioned the organization with the tools necessary to continuously monitor and measure their progress and identify where they need to concentrate their focus and resources

### Director, Training Services

7/2004 – 10/2005

Innovative Engineering Solutions, Incorporated, Columbia, MD

- Designed, planned, and implemented corporate training programs, policies, and procedures based on the needs of the staff to meet current and future goals for both the corporation and the individual employees.
- Provided training expertise and contributed to corporate-level quality and productivity improvement work initiatives such as the Career Development, Performance Evaluation, and Communication Plans.
- Developed and submitted a proposal for the establishment of a Human Resources Division that would integrate all aspects of the people management processes to improve the organization's ability to recruit, develop, reward, and retain a highly talented workforce.

**Program Manager, GS-14**

11/2002 – 7/2004

Department of Homeland Security, U.S. Customs and Border Protection, Washington, DC

- Led the first major training initiative to restructure the inspectional workforce within the newly established Department and newly created Agricultural Specialist position, redefining the role of legacy Agriculture Inspectors.
- Planned, developed, and managed the training and development of 1,500 former Agriculture Inspectors, 18,000 former Customs and Immigration Inspectors, and hundreds of new hires at headquarters and in the field offices to successfully perform in the newly created Agricultural Specialist position, redefining the role of legacy Agriculture Inspectors. Exceeded expectations and completed the effort ahead of schedule and under budget. Received recognition and an award from the Commissioner for the successful training of the first class of Agricultural Specialists.
- Negotiated and collaborated with Department of Agriculture subject matter experts to develop and address training materials. The finalized materials closed the knowledge gap between different law enforcement entities.

**Applied Mathematician, GG-13**

6/1995 – 11/2002

National Security Agency, Fort Meade, MD

- Led the development of a software tool to assist human resource managers across various Intelligence Agencies in strategic workforce planning issues.
- Wrote and promulgated a new Congressionally-mandated, corporate policy to emphasize the Agency's new direction to better manage resources by procuring more products and services from industry and academia.

**Mathematical Statistician, GS-1529-12**

8/1991 – 6/1995

U.S. Census Bureau, Suitland, MD

- Conducted and published research towards the development and evaluation of efficient statistical techniques to include developing and improving sample design, calculating variances, and performing statistical computing.

**PROFESSIONAL AFFILIATIONS/HONORS/AWARDS:**

- Member of the Project Management Institute
- Cash Performance Awards (2009-2015)

**EDUCATION AND SPECIALIZED TRAINING**

- Bachelor of Science, Statistics, 1989
- Master of Science, Applied Mathematics, 1991
- Project Management Professional Certification, 2014
- Federal Acquisition Certification Program and Project Managers plus IT Specialization, FAC-P/PM-IT Senior Level (2015)
- Federal Acquisition Certification Contracting Officer's Representative, FAC-COR Level III (2016)